



FY 2024-2027

# STRATEGIC PLAN

# LETTER FROM COMMISSION



February 2023



**Phil Serna**  
Chairperson

Dear Sacramento County Community,

For 25 years, First 5 Sacramento has maintained tried-and-true strategies toward advancing the health, well-being and early learning of children and families; these strategies have improved the lives of thousands of young children and their families. Despite all of this important progress, however, more is necessary to successfully address disparities in our community.

In a departure from previous strategic plans, for our 2024–2027 Strategic Plan we engaged the community right from the start in order to more deeply center Racial Equity, Diversity, Inclusion, and Cultural Responsiveness (REDI+CR). We are committed to purposefully advancing racial equity and social justice in everything we do in fulfillment of our mission to best serve all children and families in Sacramento County.

We take pride in our newest Strategic Plan, which was developed using an inclusive and deliberative approach fostering active participation from all our decision-makers start to finish. This strategic plan was inspired by the voice of parents, partners, and the community who transparently shared their perspectives during the plan's development. This in turn gave us important feedback that has inspired bold yet thoughtful ideas for strategic growth and development.

We want to express our gratitude to First 5 Sacramento Commissioners and the parents, partners, and community supporters whose perspectives provided us with important feedback about various strategic growth concepts and development potential. These contributions became the building blocks to consider critical system change initiatives and we thank you for helping us turn commitment into action. Together, we will embed this work into the development of our goals, outcomes, strategies, and investments.

First 5 Sacramento's Strategic Plan was designed to ensure the Commission's continued reach, increased impact, and improved financial sustainability so that we achieve our vision that Sacramento County will have strong communities where children are safe, healthy, and that they all reach their full potential.

In partnership,

A handwritten signature in black ink, appearing to read "Phil Serna".

Supervisor Phil Serna  
Chair,  
First 5 Sacramento

A handwritten signature in blue ink, appearing to read "Julie".

Julie Gallelo  
Executive Director,  
First 5 Sacramento

# TABLE OF CONTENTS



Executive Summary .....	4
1. Introduction .....	6
About First 5 Sacramento .....	6
Commitment to Racial Equity, Diversity, and Inclusion and Cultural Responsiveness .....	6
2. Development of this Strategic Plan .....	7
Mission Statement .....	9
First 5 Sacramento’s Conceptual Framework .....	10
3. Priorities, Outcomes, Goals, and Sample Strategies .....	11
4. 2024 – 2027 Funding Allocations .....	15
Figure 1. Funding Allocations for Fiscal Years 2024-2027 .....	15
Figure 2. Three-Year Funding Allocation and Percentage by Priority Area .....	16
5. Foundational Principles .....	17
6. Next Steps .....	18
Implementation Plan .....	18
Community Engagement .....	18
Pathways Towards REDI+CR Initiative .....	18
Environmental Context .....	18
Acknowledgements .....	19
Appendix .....	21
Endnotes .....	33

# EXECUTIVE SUMMARY



First 5 Sacramento’s vision is that Sacramento County will have strong communities where children are safe, healthy, and reach their full potential. To this end, First 5 uses tobacco tax revenue through Proposition 10 to support early childhood development through advocacy, systems improvement, and by funding a range of essential prevention and early intervention programs for Sacramento County children ages 0 to 5 and their families. Because tobacco tax is a declining revenue stream, First 5 has honed its investments over its 25-year history, shifting funding away from direct-services programming toward more systems improvement and policy work where impacts will be greater and longer-lasting. This trend continues in the current Strategic Plan. The entire strategic planning process was designed to center racial equity, to be highly inclusive, and to be data informed. The resulting plan lays out the priorities and goals for investing \$44.6 million in funding over its three-year term.

In support of its mission, vision, and foundational principles, First 5 Sacramento has prioritized five areas of focus for long-term investment (2024 – 2034):



In early 2021, the First 5 Sacramento Commission approved a historic [Resolution](#) addressing Racial Equity and Social Justice that recognized racism as the root cause of health, early learning, and family resilience disparities and committed the Commission to actively and intentionally engage in work to dismantle racism both within and outside the First 5 network. With this as a launching point, in early 2022 the Commission sought a strategic planning consultant who could help center racial equity in the new Strategic Plan.

The strategic planning process began with an internal and external assessment that included a review of organizational documents; discussions with staff; as well as interviews and focus groups with Commissioners, parents and caregivers, direct service providers, and systems/policy leaders. Interview and focus group findings led to the design, implementation, and analysis of a survey of 855 Sacramento County parents/caregivers, most of whom (66%) had not received services funded by First 5 Sacramento. With the goal of hearing from voices outside of the Commission's usual information sources, the survey collection plan intentionally targeted parents/caregivers who were not currently connected to First 5 funded programs.

Data from the interviews, focus groups and parent/caregiver survey were shared with the Commission, along with data from the [2022 County Trend Report](#), the [2022 Racial Equity Snapshot](#), and the [First 5 Sacramento Racial Equity Progress Report](#). Commissioners reflected on findings and subsequently:

- Updated the First 5 Sacramento mission statement
- Determined five investment Priorities and nine long-term Outcomes
- Allocated a percentage of funding to each Priority area
- Approved goals for each of the Outcomes
- Prioritized goals within the Health & Well-Being priority

Using a consensus-building model, the Commission reached unanimous agreement at all key decision points; this demonstrates how deeply engaged the Commission was in embracing racial equity as the core of the work, their flexibility in departing from how things had been done in the past, and their willingness to turn learning into action.

The Commission must be responsive to the constantly changing environmental context; as such, First 5 Sacramento will conduct ongoing evaluation of this plan, including adjusting the spending plan to fit emerging revenue scenarios; regularly reviewing demographic data to ensure the desired populations are being reached; and assessing that programs are achieving the desired outcomes. As a result, First 5 may make necessary adjustments as needed.

This Strategic Plan provides a high-level view of the Commission's priorities and includes information on our expected outcomes and the potential strategies we will use to meet those outcomes. A companion document, the First 5 Sacramento Implementation Plan, will be developed over the next five months to provide greater detail on the indicators to be tracked, the funding by goal area and the procurement process. Taken together, these two documents provide the roadmap for First 5 Sacramento's investments and actions that will improve the lives of children and families throughout the County.

# I. INTRODUCTION



## About First 5 Sacramento

First 5 Sacramento was formed following California’s passage of Proposition 10 in 1998, enabling a 50-cent tax on tobacco products in response to research showing that a child’s brain develops most dramatically in the first five years; what parents and caregivers do during these years to support children’s growth will have a meaningful impact throughout life. First 5 funds programs promoting early childhood development for children prenatal to age 5 and their families. A local county commission of seven voting members and seven alternates is appointed by the County Board of Supervisors to ensure First 5 Sacramento is accountable to the needs of the community. The First 5 Sacramento Commission is comprised of leaders from public agencies, such as the Sacramento County Offices of Education and Public Health, as well as non-profit executives and the public at large.

Current key initiatives focus on reducing African American child death; promoting school readiness; preventing child abuse and neglect; promoting access to medical, dental, and mental health; as well as supporting quality early care. In FY 2021–22, First 5 Sacramento served 9,098 unique families, including 5,050 unduplicated children. A robust evaluation design is in place that measures whether milestones are being met; how much is being done; how well it is being done; whether anyone is better off as a result; and reviews population-wide changes.

## Commitment to Racial Equity, Diversity, Inclusion and Cultural Responsiveness

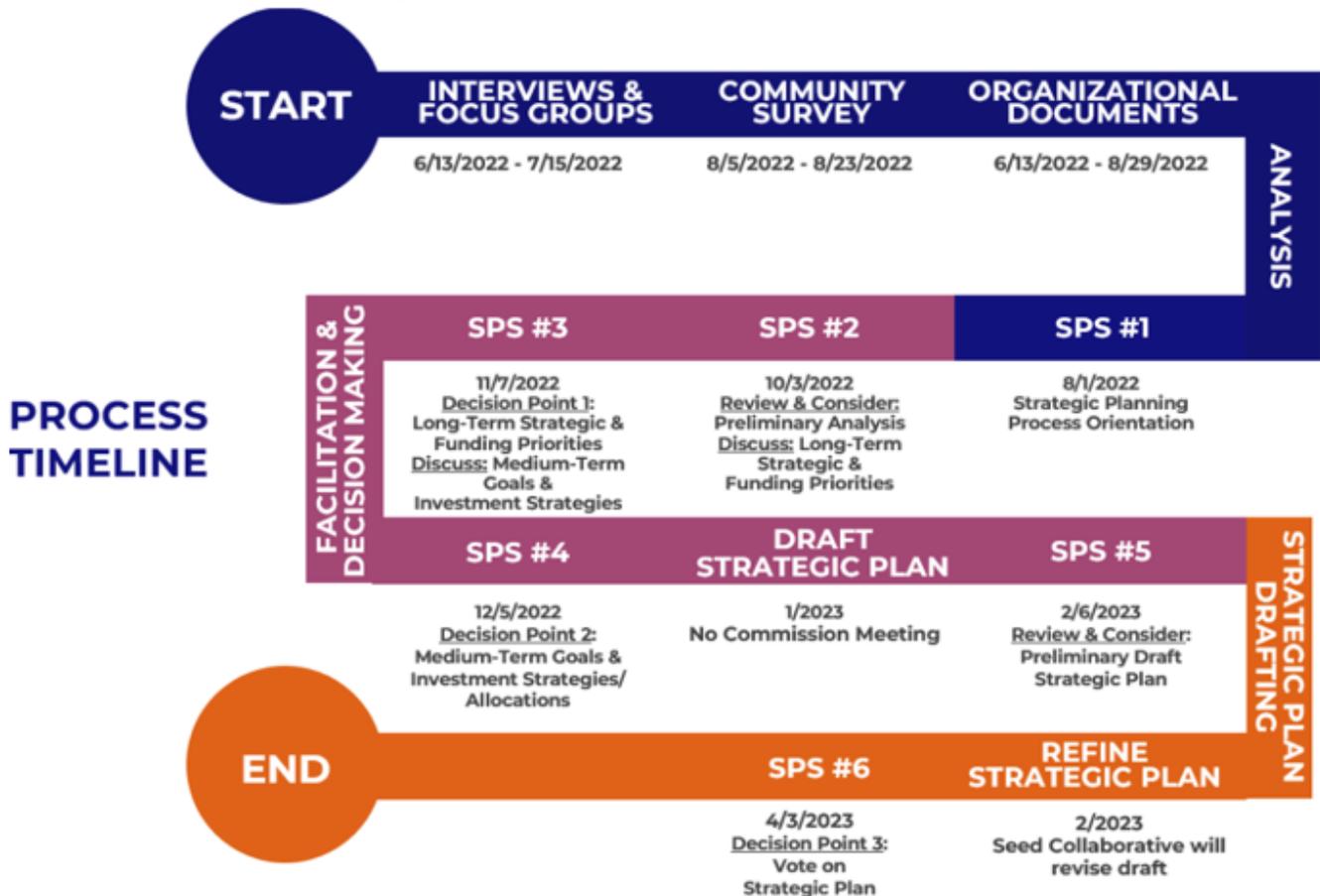
In 2021, First 5 Sacramento approved a resolution to address racial equity and social justice. The resolution is both a declaration of racism as the root cause of health, early learning, and family resilience disparities, as well as the Commission’s pledge to actively and intentionally engage in work to dismantle racism both within and outside the First 5 network. The approval of this resolution marked a key milestone resulting in the organization’s exploration of its unique role in advancing racial equity, inclusion and cultural responsiveness for the children and families who reside in Sacramento County’s diverse communities.

Since then, First 5 Sacramento created an [action plan](#) based on the resolution and released the [Creating Pathways Towards Racial Equity, Diversity, and Inclusion Progress Report](#), which outlined efforts to advance their racial equity, diversity, inclusion + cultural responsiveness (REDI+CR) Action Plan released in 2021. First 5 Sacramento remains committed to this work and to embodying REDI+CR through its values and strategic outcomes.

This strategic plan marks the next step to embody and advance REDI+CR for Sacramento’s children and families with the inclusion of a REDI+CR strategic priority that frames and informs all other strategic priorities we will seek to accomplish over the next ten years.

## II. DEVELOPMENT OF THIS STRATEGIC PLAN

From the beginning of the strategic planning process, First 5 Sacramento knew that their typical approach to planning would have to be reconsidered. The compounding reality of the local impacts of the COVID-19 pandemic, the movement for Black Lives, the organization’s internal journey towards REDI+CR, and the fiscal realities of a constantly changing external context, including declining tobacco tax revenue, compelled the organization to consider new planning approaches to yield a strategic direction that both met the moment and reflected their values.



Commissioners and staff engaged in an eight-month planning process supported by consultants Dr. Nina Moreno and Evan Holland with Seed Collaborative, LLC (Seed). The process was designed to be highly inclusive, data-informed, and equity-centered. The process gave the organization an opportunity to rethink its investment approach and recommit to making child- and family- serving systems and services more equitable, inclusive, and culturally responsive. First 5 Sacramento’s commitment to racial equity dictated that the process be informed by new voices, particularly parents and caregivers from an array of backgrounds not currently served by nor familiar with the organization along with current grantees, partners, and other interested parties. To do this, Seed Collaborative

## II. DEVELOPMENT OF THIS STRATEGIC PLAN

conducted an assessment comprised of 1) interviews with seven Commissioners, 2) three focus groups with systems leaders, line staff service providers, and parents/caregivers, and 3) a countywide parent/caregiver survey offered in three languages, yielding 855 responses. The goal of the assessment was to understand the community's perspectives on the current culture, structure, operations, and impact of First 5 Sacramento and the organization's future strategic direction, as well as to identify potential opportunities and challenges.

The parent/caregiver survey revealed that top needs for Sacramento county parents of young children are all focused on concrete, basic needs: access to child care, access to healthy food, and immediate support in times of crisis. Parents reported that the main barriers in accessing existing services are not knowing that services exist or how to access them as well as feeling too stressed to be able to take the time and energy to access services. Survey respondents felt that "Feeling like my provider takes the time to listen to me"; "Knowing that I am receiving quality care"; and "Feeling welcome and having opportunities to be involved" were all things that made them feel safe and supported when receiving services. Parents also felt strongly that providing parent leadership opportunities with decision-making power, holding regular community listening sessions in home languages of participants, and creating ways to provide ongoing feedback to the Commission would all strengthen First 5's community engagement efforts.

Seed's analysis of the survey, interview, and focus group data was shared with Commissioners who used that data, along with the Racial Equity Snapshot, the REDI+CR Progress Report, the [Evaluation Report for fiscal year 2020-2021](#), and the [Sacramento County Trends Report](#) to ground and inform strategic discussions and decisions[i].

Commissioners worked collaboratively over the course of four public meetings to consider this data and grapple with key strategic questions, including how First 5 might need to change some of its operations in order to better support new priorities. The following ideas were endorsed by the Commission, which are reflected in the final plan:

**Allocate funding specifically to engage non-traditional partners / create mini-grant program with capacity-building for grassroots agencies**

**Allocate funding for ongoing accessible, parent-friendly community input processes**

## II. DEVELOPMENT OF THIS STRATEGIC PLAN

Change procurement policies to support non-traditional grantees (i.e. including advances, loosening insurance requirements, revising scoring tools, revising review panel composition to include target populations, creating non-competitive processes for small CBOs)

Allocate funding for communication to parents about how to access resources

Increase systems and sustainability allocation (to allow for contracting with partners specifically around systems work)

Allocate funding for communication to build public will about importance of investing in prenatal to age 5

Allocate funds specifically for parent engagement and parent leadership development

Consider F5 staffing levels and composition, given new direction within the priorities (engaging in community-building, advancing racial equity, improving systems that serve children and families, securing new funding and partnerships, etc.)

Allocate funding for implementing all 9 goals of the REDI+CR action plan, including mentorship, capacity building, training, evaluation

Change how decisions are made by more intentionally including community voice in F5 funding processes

Require applicants to incorporate community voice in developing their applications for First 5 funding

Explore/implement a participatory funding process within identified under-resourced communities

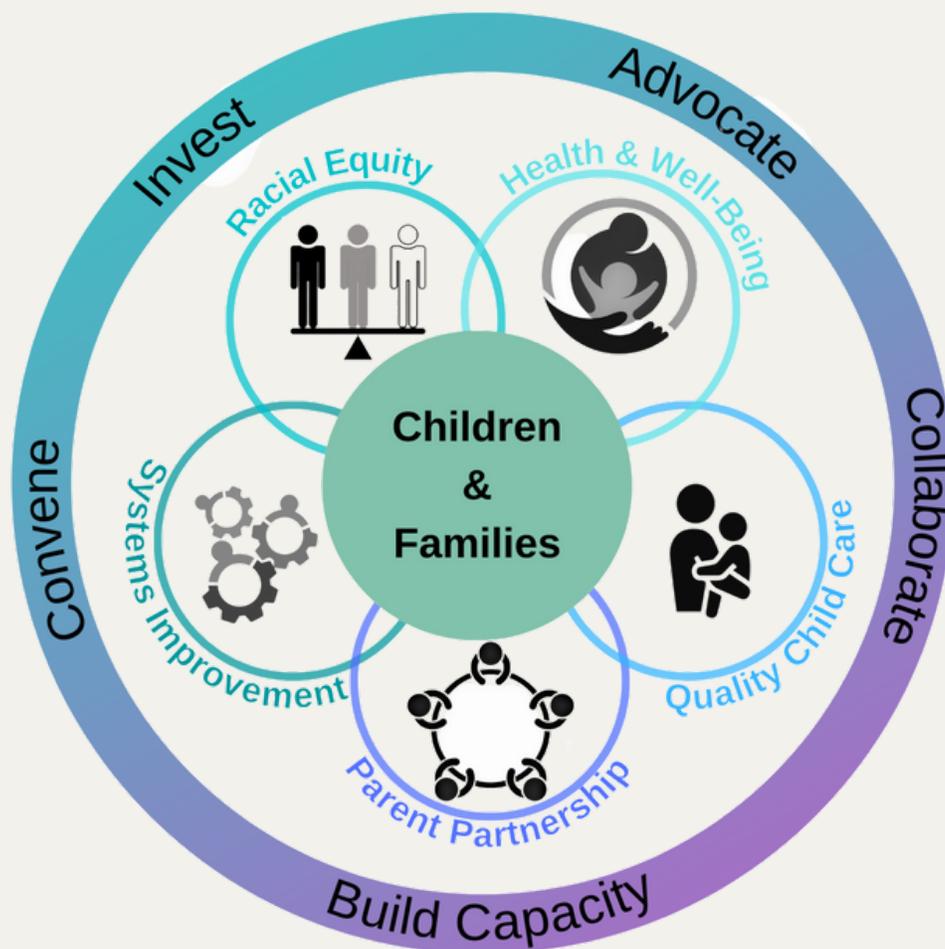
The Commission reached unanimous agreement on a revised mission statement that centers racial equity as well as on a set of long-term strategic priorities, desired outcomes, and goals, all of which follow below.

### **Mission Statement**

In partnership with parents, caregivers, and their communities, we seek to advance equitable, inclusive, and culturally responsive prevention and early intervention policies, systems, and practices that eliminate racial inequities, promote optimal health and development, and improve the lives of children prenatal through age five and their families.

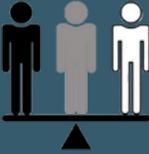
# FIRST 5 SACRAMENTO'S CONCEPTUAL FRAMEWORK

The conceptual framework illustrates the new strategic plan in a single infographic. Children and families are at the center of the framework, informing and touched by all that First 5 does. The five priorities encircle this center, interlocking as an illustration of their interdependence. Around the outside are First 5's **Core Functions**: to invest, advocate, collaborate, build capacity, and convene.



# III. PRIORITIES, OUTCOMES, GOALS AND SAMPLE STRATEGIES



PRIORITY	OUTCOME	GOAL	SAMPLE STRATEGIES
<p><b>Racial Equity</b></p>  <p><b>\$5,239,483/ 3 years</b></p>	<p>Racial Equity, Diversity, Inclusion and Cultural Responsiveness (REDI+CR) is strong across all priority areas</p> <p>F5 Sac has invested in underserved communities</p>	<ol style="list-style-type: none"> <li>1. Implement REDI+CR Plan</li> <li>2. Build capacity of non-traditional partners/smaller community-based organizations</li> <li>3. Fund new and non-traditional partners to effectively address community-led plans to support young children and families</li> </ol>	<p>Implement a comprehensive plan to communicate the Commission’s REDI+CR Initiative</p> <p>Revise policies, procedures, practices, protocols and publications to insure racial equity, diversity, and inclusion</p> <p>Explore and create a separate funding pathway specifically to engage non-traditional partners</p> <p>Change procurement policies to enable new, grassroots agencies to contract with the Commission (i.e. providing advances, loosening insurance requirements, revising scoring tools, revising review panel composition to include target populations, creating non-competitive processes for small CBOs)</p> <p>Explore/implement a participatory funding process within identified under-resourced communities</p>
<p><b>Quality Child Care</b></p>  <p><b>\$1,746,494/ 3 years</b></p>	<p>Children are connected to affordable, quality child care and early learning</p>	<ol style="list-style-type: none"> <li>1. Ensure coordinated county-wide effort that effectively advocates for the prioritized needs of the child care community</li> <li>2. Increase providers’ access to and engagement with quality child care supports</li> </ol>	<p>Co-fund a county-wide child care coalition to improve access to high-quality, affordable, and equitable early learning and care across Sacramento County</p> <p>Strengthen and build capacity of child care providers through coaching and technical assistance and leverage F5CA IMPACT funding</p> <p>Support collaboration and coordination of behavioral consultation for private child care providers and leverage MHSA funding</p>

# III. PRIORITIES, OUTCOMES, GOALS AND SAMPLE STRATEGIES



PRIORITY	OUTCOME	GOAL	SAMPLE STRATEGIES
<p><b>Health &amp; Well-Being</b></p>  <p><b>\$25,498,817/ 3 years</b></p>	<p><b>Children are born healthy and achieve optimal physical and mental well-being</b></p> <p><b>Children's basic needs are met so they can reach optimal development</b></p>	<ol style="list-style-type: none"> <li>1. Increase whole-child and family-centered services to support the well-being and safety of children and fortify family strengths</li> <li>2. Reduce perinatal health disparities for parents and infants through culturally responsive programs and services</li> <li>3. Strengthen children's social-emotional development and increase early detection of developmental and behavioral health concerns among infants and toddlers while improving access to early intervention services</li> </ol>	<p>Increase parents' access to culturally responsive information and supports that reduce health disparities and infant mortality, while improving birth outcomes by providing prenatal and postpartum screenings, pregnancy coaches, and doulas</p> <p>Fund place- and home-based, family-centered services and supports in high-opportunity neighborhoods that help parents solve problems and fortify family strengths in order to promote child safety and well-being</p> <p>Expand opportunities for families within target neighborhoods to access concrete supports, grow parent knowledge, build resilience, increase social connectivity, and strengthen children's social-emotional competencies</p> <p>Support community efforts to increase awareness of and access to financial supports, including addressing barriers, streamlining application processes, and identifying advocacy opportunities</p> <p>Optimize nutrition from pregnancy through 24 months postpartum through lactation consultation</p> <p>Promote and expand Help Me Grow Sacramento and advocate to increase compliance with screenings in the medical home</p> <p>Support positive parent-child interaction and reduce isolation by funding developmental playgroups</p> <p>Support children's social-emotional development through training / coaching of early childhood providers</p>

# III. PRIORITIES, OUTCOMES, GOALS AND SAMPLE STRATEGIES



PRIORITY	OUTCOME	GOAL	SAMPLE STRATEGIES
<p><b>Systems Improvement</b></p>  <p><b>\$1,397,195/ 3 years</b></p>	<p>Leveraged dollars support children prenatal through age 5 and their families</p> <p>Systems serving children prenatal through age 5 and their families are integrated, interconnected, equitable, and accessible</p> <p>Advocacy and systems change work has improved the lives of children and families</p>	<ol style="list-style-type: none"> <li>1. Build public will and leverage resources in support of children’s well-being and development</li> <li>2. Develop integrated and coordinated services between public agencies and community-based organizations</li> <li>3. Advocate for systems improvements</li> <li>4. Increase utilization of medical, dental, and mental health services</li> </ol>	<p>Inform and engage the public and private sector to increase awareness of the needs of young families to build public will to support them</p> <p>Leverage resources from public and private sources in support of children’s well-being and development through grant writing, relationship development, and engagement with non-traditional partners</p> <p>Coordinate and convene child and family serving agencies/systems to foster shared goals and commitments for a whole-child/family network centered in equity and community power (i.e., Prevention Cabinet, Children’s System of Care, SacFamilyConnect)</p> <p>Activate F5 Sac’s resources to advocate for:</p> <ul style="list-style-type: none"> <li>• equitable policies and practices that build a prevention-focused, healing-informed, culturally responsive early childhood system</li> <li>• racial, immigrant, economic justice, and health equity to ensure equitable access to services, resources and care for all young children and families</li> <li>• systems change that seeks to advance First 5 Sacramento’s priorities</li> </ul> <p>Fund grants to health systems to support desired changes in practice, such as achieving Birthing Friendly Hospital designation</p> <p>Build stronger connections with local hospitals, health plans, clinics/FQHCs and providers to advance practices that support maternal mental health, including: provider training; hospital patient education; provision of maternal mental health programs; and maternal mental health screening and coverage for services</p>

# III. PRIORITIES, OUTCOMES, GOALS AND SAMPLE STRATEGIES



PRIORITY	OUTCOME	GOAL	SAMPLE STRATEGIES
<p><b>Parent Partnership</b></p>  <p><b>\$1,047,897/ 3 years</b></p>	<p>Parent/caregiver expertise is lifted up across all priority areas</p>	<ol style="list-style-type: none"> <li>1. Cultivate parent/caregiver leadership in Sacramento County</li> <li>2. Allow parents to have decision-making power within First 5 Sacramento's programs, policies, and practices</li> </ol>	<p>Continue support for an intensive parent leadership training program</p> <p>Support and implement a self-paced, web-based parent advocacy and leadership curriculum</p> <p>Connect parents to advocacy opportunities at the local, county, and state level</p> <p>Create on-going opportunities for community to provide feedback on community strengths and needs and inform First 5 program planning, funding allocations, and policies</p>

# IV. FUNDING ALLOCATIONS 2024-2027



First 5 Sacramento’s annual spending for the 2024–2027 strategic planning period will remain constant at \$14.9 million per year, every year, for this three–year period. Proposed expenditures total \$44.6 million and are categorized in Figure 1.

Figure 1. Funding Allocations for Fiscal Years 2024-2027

2024 Strategic Plan				
	FY 2024-25	FY 2025-26	FY 2026-27	Total
Administration	\$1,250,558	\$1,250,558	\$1,250,558	\$3,751,673
Evaluation	\$464,727	\$464,727	\$464,727	\$1,394,180
Program	\$13,164,716	\$13,164,716	\$13,164,716	\$39,494,148
<b>Total</b>	<b>\$14,880,000</b>	<b>\$14,880,000</b>	<b>\$14,880,000</b>	<b>\$44,640,000</b>

In alignment with data from the interviews and focus groups, the parent/caregiver survey findings, and their REDI+CR groundwork, First 5 Sacramento has realigned their funding priorities. The Commission identified Racial Equity, Parent Partnership, and Systems Improvement as stand-alone priorities for the first time. The most striking realignment of funding is for Racial Equity work, which will increase from 0.3% of program funding to 15% of program funding, as reflected in Figure 2. The ultimate goal of all of these investments is to advance the health and well-being, as well as the early care and learning, of children prenatal through age 5.

Figure 2. Three-Year Funding Allocation and Percentage by Priority Area

Priority Area	2024-2027 \$	2024-2027 %	2021-2024 %
Racial Equity	\$5,239,483	15%	0.3%
Health and Well-Being	\$25,498,817	73%	91.1%
Quality Child Care	\$1,746,494	5%	5.7%
Parent Partnership	\$1,047,897	3%	0.3%
Systems Improvement	\$1,397,195	4%	2.6%

## V. FOUNDATIONAL PRINCIPLES

First 5 Sacramento will use the following five foundational principles to guide the allocation of funds across strategies within each priority area.

1. Make narrow and deep investments to achieve the greatest impact.
2. Look for opportunities to leverage other dollars to sustain critical services for children and families.
3. Choose strategies that promote prevention, early intervention, and community collaboration.
4. Make data informed decisions that address community strengths and needs, build community assets, and prioritize underserved children and families.
5. Focus services on the county's most vulnerable families to reduce disparities in access to equitable, quality services and outcomes.

## VI. NEXT STEPS



This plan's operationalization, as well as its relationship to the current REDI+CR initiatives and the constantly changing external environment, will be top-of-mind for First 5 Sacramento as it moves into the future.

### **Implementation Plan**

First 5 Sacramento is committed to its implementation efforts. To this end, staff will make decisions on several related components, including but limited to the determination of strategies, indicators, funding mechanisms, operating budget, and how best to collaborate with external entities with similar goals to leverage resources for greater systemic impact. Further, First 5 Sacramento will continue to apply a Targeted Universalism approach throughout the development of the Implementation Plan. All decisions will be reflected in an Implementation Plan, to be completed June 2023.

### **Community Engagement**

Staff will circle back to parents/caregivers to check how the priorities, outcomes, and goals match up with what parents/caregivers had in mind when providing input at the beginning of the strategic planning process. Staff will again seek community input as they plan the strategies that will make up the Implementation Plan.

### **REDI+CR Initiative**

This strategic plan aligns with First 5 Sacramento's REDI+CR Initiative and the two will work synergistically over the next three years to guide the achievement of the goals we seek for Sacramento's children and families.

### **Environmental Context**

One of the immediate threats facing First 5 is the recent passage of Proposition 31<sup>[ii]</sup>, a ballot initiative passed in November 2022, which banned the sale of flavored tobacco in California. This, in addition to the continuing decline of tobacco use in California, will negatively impact future revenues. First 5 Sacramento will monitor this impact, among other environmental impacts, on its revenues and expenses, and will make adjustments, as needed.

We express our sincerest gratitude to those who supported the development of this strategic plan.

We also have deep appreciation for the 855 Sacramento County Parents and Caregivers who shared their feedback and wisdom about the experiences and needs of Sacramento’s children and families.

### **First 5 Sacramento Commissioners**

- Phillip Serna, Chair
- Beth Hassett, Vice-Chair
- Michelle Callejas
- Aiyana Evans
- Erik Fernández y García
- David Gordon
- Rebecca Gross
- Olivia Kasirye, M.D.
- Chevon Kothari
- Patrick Kennedy
- Scott Moak
- Donna Sneeringer
- Lee Turner Johnson
- Steve Wirtz

### **First 5 Sacramento Advisory Committee Members**

- |                         |                   |
|-------------------------|-------------------|
| Silvia Rodriguez, Chair | Megan Masten      |
| Jose Goris, Vice-Chair  | Pooja Mittal      |
| Katie Andrew            | Tanya Morgan      |
| Robin Blanks            | Alexandria Paige  |
| Emily Asquith-Velasquez | Tony Smith        |
| Carolyn Curtis          | Ricki Townsend    |
| Heidi Keiser            | Walter Wyniarczuk |
| Edward Lewis            |                   |

## **First 5 Sacramento Staff**

Julie Gallelo, Executive Director

Katie Cline

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Erin Maurie

LaTina Price

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This Strategic Plan was jointly prepared by



# APPENDIX: COMMUNITY ASSESSMENT RESULTS



## *Strategic Planning Session Two: Assessment Results*

First 5 Sacramento  
Commission  
October 3, 2022



### Design & Methodology

#### Assessment Methods & Design

##### Purpose of the Assessment:

- to understand the current culture, structure, operations, and impact of F5 Sacramento
- to understand stakeholders' perspectives on the organization's future strategic direction, and
- to identify potential opportunities and challenges.

##### Methods:

- 7 individual interviews with Commissioners
- 3 focus groups (parents, line staff, systems leaders)
- 855 completed parent/caregiver surveys

# APPENDIX: COMMUNITY ASSESSMENT RESULTS



SEED COLLABORATIVE

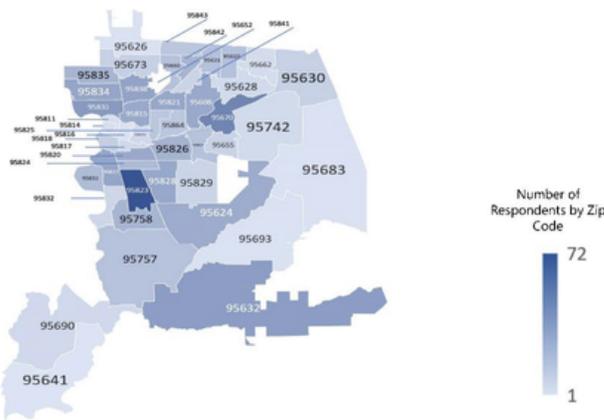
## Design & Methodology

### Assessment Questions

1. What are F5 Sacramento's strengths and areas of improvement?
2. What are F5 Sacramento's external areas of opportunities- i.e., their future areas of impact, both long term and short term?
3. What are F5 Sacramento's external barriers/threats?
4. What is the role of equity in F5 Sacramento's future areas of impact?
5. What makes F5 Sacramento's uniquely positioned for long term impact?

3

### Heat Map of Survey Responses by Zip Code



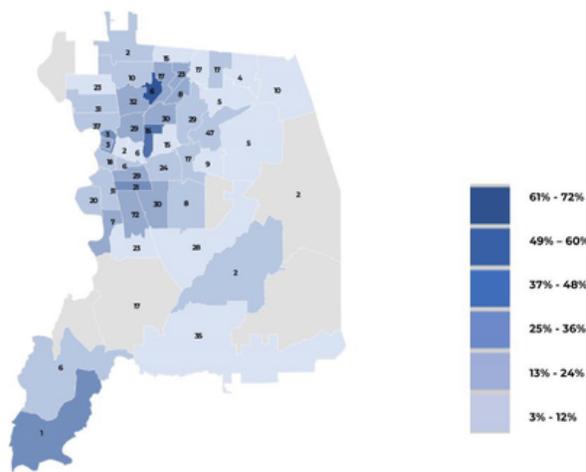
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## Design & Methodology

FIRST 5 COLLABORATION

## Design & Methodology

### Heat Map of Children Living Below FPL by Number of Survey Responses



### Data Analysis Plan

**Interviews & Focus Groups:** Three rounds of qualitative analysis were conducted:

- Review and theme distillation of responses for each interview/focus group question
- Aggregation of all themes across all interviews and focus groups
- Tallying of same/similar themes.

**Survey:** Interview/focus groups findings as well as input from the F5 Sacramento staff informed the design of the survey.

- Aggregated and cross tabulation analysis conducted
- Responses to one open-ended question were coded

# APPENDIX: COMMUNITY ASSESSMENT RESULTS



360 COLLABORATION

**Findings**

## Strengths

First 5 Sacramento:

- Is **known**
- Has **longevity**
- Is well respected as a **collaborator**
- Is **inclusive** of community voice
- Has **county-wide** reach
- Has good **outcomes**
- Has strong **leadership**, both at the ED and Commission levels
- **Connects** parents/caregivers to resources

360 COLLABORATION

**Findings**

## Areas of Improvement

F5 Sacramento's areas of improvement include offsetting decreasing funding by increasing the following:

- **Leveraging** more partnerships/resources;
- Gaining more support from **elected officials**;
- Collaborating with **schools/school districts**; and
- Securing more **resources** for children 0-5.

F5 Sacramento could improve upon racial equity, diversity, and inclusion (REDI); there is a need for:

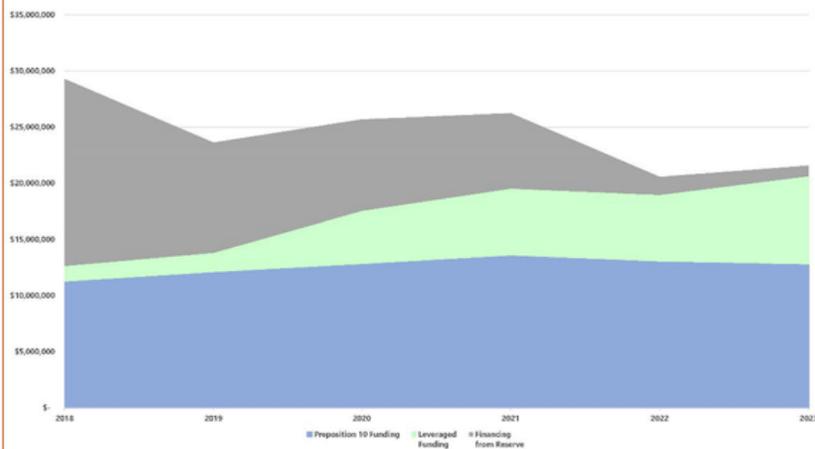
- more **diversity** on the Commission, staff, and decision-making bodies
- more **transparency** on how F5 Sacramento's work relates to REDI
- strengthen **grantee requirements** regarding REDI
- a **strategic planning** process that is informed by REDI and parent/caregiver voice
- **funding** new groups
- engaging **unserved/underserved** communities

## Financial Analysis

SEED COLLABORATION

Findings

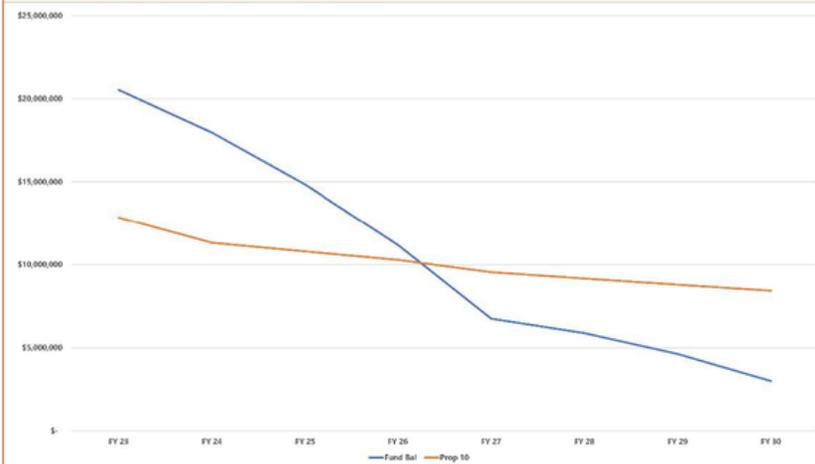
### Proposition 10, Leverage Funding, & Reserve Financing, FY2018 – FY2023



17

Findings

### Proposition 10 Revenue & Commission Fund Balance, FY2023 - FY2030

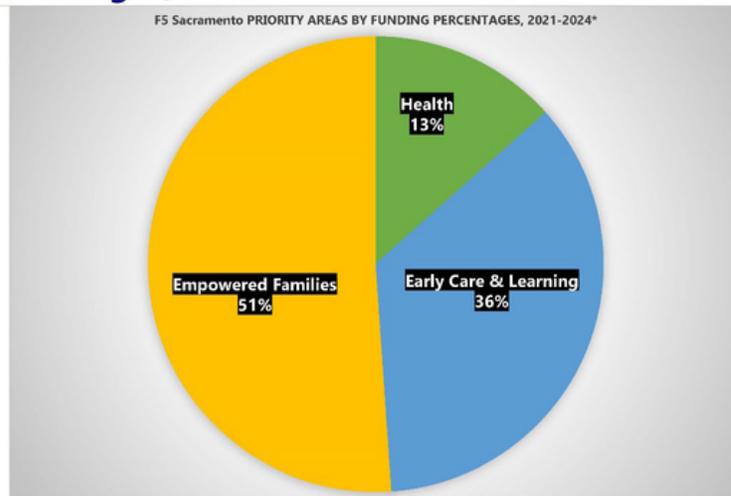


18



## Findings

### F5 Sacramento Priority Areas by Funding Percentages, 2021-2024



19

### Priority Areas by Funding Percentages

Overall, interviewees/focus groups participants agree with current percentage allocations. Nonetheless, they shared:

## Findings

- As the school system increases funding for pre-school, F5 Sac consider reallocating some funding for early care and learning to programs that address social determinants of health
- Empowering families needs to encompass employing them and interfacing with the whole family.

20

## F5 Sacramento's Future Impact

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">3RD COLLABORATIVE</p>	<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>Findings</b></p>	<h3>Opportunities for Strategic Growth</h3> <p>Interviewees/focus groups participants suggested:</p> <ul style="list-style-type: none"> <li>• Increasing <b>political will</b> and <b>financial support</b> from public and private agencies;</li> <li>• <b>Messaging</b> that the needs of children 0-5 are greater than current F5 funding and public systems need to meet this funding gap;</li> <li>• Leveraging <b>partnerships</b>;</li> <li>• Leveraging <b>funding</b> for projects- examples, American Rescue Plan Act, health systems*, state, county, and city funds; and</li> <li>• Developing and implementing a <b>long-term</b> funding plan = wine tax, general funds, cannabis tax</li> <li>• Reaching <b>underserved communities</b>*;</li> <li>• Reaching <b>refugee</b> communities via trusted entities such as Ethnic Chambers of Commerce, refugee &amp; immigrant service orgs;</li> <li>• Addressing <b>language</b> barriers; and</li> <li>• Training partners/providers to be more trauma informed, culturally responsive*.</li> </ul>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">3RD COLLABORATIVE</p>	<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>Findings</b></p>	<ul style="list-style-type: none"> <li>• Centering <b>community voice/expertise</b> <ul style="list-style-type: none"> <li>• Ask <b>families</b> what is important to them*</li> <li>• <b>RFPs</b> should require work with families to ascertain need</li> <li>• Strengthen parents/caregivers as <b>advocates</b> to navigate and change systems</li> <li>• Share <b>resources/information</b> in a simple manner*</li> </ul> </li> <li>• Changing <b>policies/systems</b> <ul style="list-style-type: none"> <li>• Building <b>capacity</b> of systems/providers</li> <li>• Initiate/Strengthen <b>collaboration</b> with specific systems/organizations, e.g.:                             <ul style="list-style-type: none"> <li>• FQHCs</li> <li>• homelessness organizations</li> </ul> </li> </ul> </li> </ul>

# APPENDIX: COMMUNITY ASSESSMENT RESULTS



## Findings

### Opportunities for Strategic Growth (Cont'd)

- Leading with **REDI** work
  - Commission needs to be more **diversity and inclusion** focused - i.e., serve all communities
  - Commission needs to hold itself **accountable** when data does not reflect inclusion- i.e., reach all unserved/underserved communities
  - Commission and staff need more **training** on equity
  - F5 Sacramento needs to look at **multiple layers of racism** at the community level to be able to meet needs of community
  - F5 Sacramento needs to do a **comparison analysis** of disparities vis a vis allocated resources

## F5 Sacramento's Short Term Impact

## Findings

### Strategic Priorities for Next 3-5 Years

Interviewees/focus groups participants suggested:

- Increasing **funding**- ex., American Rescue Plan Act, health systems, state, county, and city funds
- Increasing resources supporting front line staff on **burn out**
- Increasing **support/resources** for parents/caregivers
  - Parents/Caregivers/Families need **employment** & direct supports\*
    - Parent/Family Empowerment = Developing skills for work
  - Teach parents/caretakers how to **navigate systems**
  - Support parents/caretakers on addressing **mental health** issues in children and parents/caretakers as a result of COVID\*
  - More opportunities for children and parents/caregivers to **socialize** with each other, other children and parents/caregivers\*
- Increasing resources for:
  - children with **special needs**;
  - **single** parents;
  - **Fathers**;
  - **young** mothers;
  - **first time** parents/caregivers;
  - **LGBTQ+** parents/caregivers;
  - **disabled** parents/caregivers; and
  - parents/caregivers of **NICU** infants\*.

## Findings

# APPENDIX: COMMUNITY ASSESSMENT RESULTS



FINDINGS

## Findings

### Strategic Priorities for Next 3-5 Years: Parents'/Caregivers' Perspectives

	#1	#2	#3
Health	Access to food	Healthy pregnancy and birth (access to doulas, pregnancy coaches, midwives, mental health services)	Children's behavior and mental health well being
Child care and early learning	Free or low cost child care	Child care that is high quality	Free or low cost pre school
Family empowerment	Immediate support (such as financial, food, and diapers) in times of crisis	Referrals and connections to needed resources	Help with homelessness or stable housing

FINDINGS

## Findings

### The Role of REDI in F5 Sacramento's Future Impact

Interviewees/focus groups participants suggested:

- Message F5 Sacramento's work in context of **Targeted Universalism** (TU)
- Address **institutional racism**, including:
  - **Internal** programs
  - Funded **partners**
  - **Systems** where F5 Sacramento has influence
- For board to **evolve** we must move past how we have done business in the past
- Create long term **leadership plan** for staff and Commission, that will increase diversity
- Engage in **capacity building** of BIPOC-led and focused CBOs in

# APPENDIX: COMMUNITY ASSESSMENT RESULTS



**Findings**

### The Role of REDI in F5 Sacramento's Future Impact: Parents'/Caregivers' Perspectives

	#1	#2	#3
Making services more fair and just	Locate services in the neighborhoods where services are needed most	Reach children and families with the highest needs	Hire staff who reflect the families they serve
Promoting racial equity in F5 Sacramento's Work	Make sure programs are sensitive to the cultures of families	Include parent/community voice in program planning and decision making	Make sure programs focus on the strengths of different cultures and how they raise their children
Centering parent/caregiver voices	Provide parent leadership opportunities with decision-making power (on the Commission, on F5 Sacramento committees, etc)	Create ways to provide ongoing feedback to the Commission	Hold regular community listening sessions in the home languages of the community

32

**Findings**

### What Makes Parents/Caregivers Feel Most Safe and Supported: Parents'/Caregivers' Perspectives

	#1	#2	#3
When receiving medical, dental, and mental health services	Feeling like my provider takes the time to listen to me	Knowing that I am receiving quality care	Getting all my questions answered
When participating in child care and early learning programs	Knowing that my child is receiving quality care and is safe	Feeling welcome and having opportunities to be involved	Feeling valued as a parent
When participating in parenting support programs	Feeling welcome and having opportunities to be involved	Knowledgeable staff	Getting all my questions answered

33

# APPENDIX: COMMUNITY ASSESSMENT RESULTS



SACRAMENTO COMMUNITY ASSESSMENT

## Findings

### External Barriers/Threats: Interviewees & Focus Group Participants' Perspectives

Interviewees/focus groups participants flagged the following as external barriers/threats:

- The public is not convinced of the **value** of investing in children's well-being and the central role of families in promoting children's wellness;
- Sustained **funding**;
- Grantees' **capacity**;
- Grantees' commitment to **REDI**;
- **Environmental impacts** given climate change; and
- **Outdated** program models.

35

## Findings

### Barriers/Threats: Parents'/Caregivers' Perspectives

	#1	#2	#3
Health	Cost/insurance (lack of insurance, high co-pays and deductibles)	Getting time off work to take child to appointments	Challenges with getting an appointment (appointments not available, too far out, or not at times we can get to)
Child care and early learning	Cost	Not knowing where to go to get services, or how to enroll	Programs not offered evenings and weekends
Family empowerment	Not knowing that services exist, where to go to get services, and how to enroll	Programs not offered evenings and weekends	No child care provided

36

## F5 Sacramento's Unique Position for Change

### Findings

Data findings support interrelated qualities that make F5 Sacramento uniquely positioned for change, including:

- Their **longevity**- i.e., 20+ years of experience and learning in early child development systems;
- Their history of developing strong, cross sector (public, philanthropic, community, and other) **relationships**;
- Their status as an **independent** county agency to influence public systems;
- Their highly effective role as a **convener** in Sacramento County;
- Their ability to **attract and manage** funding (Prop 10, leveraged, and other funds); and
- Their **commitment** and **positive impact** on systems prioritizing prenatal to age 5.

38

# END NOTES



[i] Refer to Appendix for data details.

[ii] Proposition 31 was a ballot measure on the SB-793 law enacted in August 2020 prohibiting the sale of certain flavored tobacco products. Proposition 31 overwhelmingly passed, which resulted in SB-793 going into effect December 2022.



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